LEARNING ORGANIZATION

by Dr. Satyabrata Dash
Professor in Management

INTRODUCTION

- COINED THROUGH THE WORK AND RESEARCH OF PETER SANGE AND HIS COLLEAGUES
- A LEARNING ORGANIZATION IS A COMPNAY THAT FACILITATES THE LEARNING OF ITS MEMBERS AND CONTINUOUSLY TRANSFORM IT SELF
- DEVELOP AS A RESULT OF THE PRESSURE FACING MODERN ORGANIZATION AND HELP THEM TO BE COMPETITIVE IN THE BUSINESS ENVIRONMENT
- POPULARIZED THE CONCEPT OF LEARNING ORGANIZATION THROUGH THE BOOK THE FIFTH DISCIPLINE

Activate Window

MEANING

- SENGE HAS CHARACTERISED THE LEARNING ORGANIZATION AS THE SIMPLER ADAPTIVE LEARNING AND IS THE FIRST STAGE OF THE LEARNING ORGANIZATION (ADAPTING TO ENVIRONMENTAL CHANGES)
- GENERATIVE LEARNING THAT GOES BEYOND MERELY ADAPTING TO CHANGE INSTEAD THEY THRIVE TO ANTICIPATE AND LEARN FROM CHANGE AND FOCUS IS ON CONTINUOUS EXPERIMENTATION AND FEEDBACK
- GENERATING LEARNING INVOLVE :

I. CREATIVITY AND INNOVATION TO BEING HEAD OF

II. ANTICIPATING CHANGE

Activate Windows

MEANING

- LEARNING ORGANIZATION SHOULD SUPPORT THE DEVELOPMENT PROCESS SKILL AND ATTITUDE TO IMPROVE PERFORMANCE
- IN COMPETITIVE BUSINESS SCENARIO LEARNING DEVELOPS ORGANIZATIONAL INTELLECTUAL CAPABILITIES WHICH IS ONLY SUSTAINABLE COMPETITIVE STRENGTH FOR ANY ORGANIZATION
- LEARNING ORGANIZATION HAVE TWO DIMENSION :

I. PROCESS FOR INDIVIDUAL AND COLLECTIVE LEARNING WITH IN ORGANIZATION

II. SPECIFIC DIAGNOSTIC AND EVALUATIVE TOOL TO IDENTIFY,PROMOTE AND EVALUATE THE QUALITY OF LEARNING PROCESS INSIDE ORGANIZATION

DEFINITION

- SENGE CONSIDERS LEARNING ORGANIZATION ARE THOSE ORGANIZATION WHERE PEOPLE CONTINUALLY EXPAND THEIR CAPACITY TO CREATE THE RESULTS THEY TRULY DESIRE WHERE NEW AND EXPANSIVE PATTERNS OF THINKING ARE NURTURED WHERE COLLECTIVE ASPIRATIONS IS SET FREE AND WHERE PEOPLE ARE CONTINUALLY LEARNING TO SEE THE WHOLE TO GETHER
- WATKIN AND MARSICK (1992) CHARACTERISED LEARNING ORGANIZATION AS THE PROCESS OF TOTAL EMPLOYEES INVOLVEMENT TO INTRODUCE COLLECTIVE ACCOUTNABILITY AND CHANGE THROUGH THE PRINCIPLES OF SHARED VALUES. IT IS CHARACTERIZED AS BOTTOM UP APPROACH

NEED

- WITH THE FAST CHANGING DUE TO ADVANCEED INFORMATION TECHNOLOGY AND TOTAL QUALITY IT HAS BECOME IMPORTANT FOR ORGANIZATION FOR ENTRY INTO COMPETITION IN GLOBAL ECONOMY
- TO BECOME SUUCCESSFUL AND GAIN COMPETITVE ADVANTAGE ORGANIZATION MUST BECOME LEARNING ORGANIZATION
- TO SURVIVE IN TOUGH BUSINESS WORLD IT IS NOT IMPORTANT TO BE THE BEST BUT ALSO TO KEEP EVOLVING TO STAY THE BEST
- THE PHILOSOPHY OF LEARNING ORGANIZATION IS EXAMINING,ENHANCNG AND IMPROVING EVERY BUSINESS EXPERIENCE

NEED

- LEARNING ORGANIZATION MUST OPEN EARS,EYES AND MIND TO GROUND CONDITIONS AND NOT MISS THE SIGHTS AND SOUND THAT CAN FORM THE BASIS FOR ITS FUTURES
- LEARNING ORGANIZATION ENSURES THAT CHANGE ENHANCES ITS EXPERIENCES AND PROMOTES LEARNING
- CHANGE IS INPUT THAT LEADS TO LEARNING

OD AND LEARNING ORGANIZATION

- OD IS A CONTINUOUS ,LONG TERM EFFORTS TO EFFECT IMPROVEMENT IN ALL SPHERES AND TO SET THE PREMISS FOR ORGANIZATION CHANGE
- ORGANIZATION LEARNING INVOLVES INDIVIDUAL LEARNING AND SHIFT FROM TRADITIONAL ORGANIZATION THINKING TO LEARNING ORGANIZATION
- DEVELOP THE ABILITY TO THINK CRITICALLY AND CREATIVELY.THESE SKILL TRANSFERS MATCH THE VALUES AND ASSUMPTIONS OF THE OD
- ORGANIZATION LEARNING IS THE MOST IMPORTANT INTERVENTION TOOL FOR OD
- LEARNING REINFORCEMENT DEVELOPS PEOPLE AND MAKE THEM CAPABLE OF SOLVING PROBLEMS

VALUES OF LEARNING ORGANIZATION

- FRED LUTHANS STATES THAT LEARNING ORGANIZATION ARE CHARACTERIZED BY HUMAN ORIENTED CULTURES VALUES SUCH AS THESE :

I. EVERY CAN BE SOURCE OF USEFUL IDEA SO PERSONNEL SHOULD HAVE ACCESS TO INFORMATION

II. THE PEOPLE CLOSER TO THE PROBLEM USUALLY HAVE THE BEST IDEAS REGARDING HOW TO SOLVE IT SO EMPOWERMENT SHOULD BE PROMOTED

III. LEARNING FLOWS UP AND DOWN THE HEIRARCHY

IV. NEW IDEAS ARE IMPORTANT AND SHOULD BE ENCOURAGED AND REWARDED

V. MISTAKE SHOULD BE VIEWED AS LEARNING OPPORTUNITES

Activate Windows

COMPONENT OF LEARNING

- ACCORDING TO PETER M SENGE :

I. SYSTEMS THINKING

II. PERSONAL MASTERY BY CONTINUING LEARNING MODE

III. MENTAL MODE –POSITIVE IMPACT

IV. BUILDING SHARED VISION

V. TEAM LEARNING

FEATURES BY SANDRA KERKA (1997)

- PROVIDES CONTINUOUS LEARNING OPPORTUNITIES
- USE LEARNING TO REACH THEIR GOALS
- LINK INDIVIDUAL PERFROMANCE WITH ORGANIZATIONAL PERFORMANCE
- FOSTER INQUIRY AND DIALOGUE,MAKING IT SAFE FOR PEOPLE TO SHARE OPENLY AND TAKE RISKS
- EMBRACE CREATIVE TENSION AS SOURCE OF ENERGY AND RENEWAL
- ARE CONTINUOUSLY AWARE OF AN INTERACT WITH THEIR ENVIRONMENT

TRADITIONAL VS LEARNING ORGANIZATION

TRADITIONAL ORGANIZATION

- VISION IS PROVIDED BY TOP MANAGEMENT
- TOP MANAGEMENT DECIDES WHAT IS TO BE DONE AND REST OF THE ORGANIZATION ACTS ON THESE IDEAS
- FOCUS IS DEVELOPING INDIVIDUAL COMPETENCIES

LEARNING ORGANIZATION

- SHARED VISION ,EMERGING FROM MANY PLACES AND TOP MANAGEMENT ENSURES THAT VISION EXIST AND IS NUTURED
- FORMULATION AND IMPLEMENTATION TAKES PLACE AT ALL LEVELS
- PERSONNEL UNDERSTAND THEIR OWN JOB AND ALSO THEIR OWN WORK INTERRELATES THE INFLUENCE WITH WORK OF OTHER

TRADITIONAL VS LEARNING ORGANIZATION

TRADITIONAL ORGANIZATION

- CONFLICTS ARE RESOLVED THROUGH THE USE OF POWER AND HEIERARCHICAL INFLUENCE
- THE ROLE OF THE LEADER IS TO ESTABLISH ORGANIZATION'S VISION,PROVIDE REWARDS AND MAINTAIN OVER ALL CONTROL OF EMPLOYEE ACTIVITIES

LEARNING ORGANIZATION

- CONFLICTS ARE RESOLVED THROUGH USE OF COLLABORATIVE LEARNING
- THE ROLE OF THE LEADER IS TO BUILD SHARED VISION,EMPOWER THE PERSONNEL AND INSPIRE COMMITMENT AND ENCOURAGE EFFECTIVE DECISION MAKING USE OF EMPOWERMENT AND CHRAISMATIC LEADERSHIP

PRACTICES OF LEARNING ORGANIZATION

- **OPENSESS : MANAGERS MUST BE RECEPTIVE TO NEW IDEAS AND OVERCOME THE DEISRE TO CLOSELY CONTROL THE OPERATIONS. PEOPLE OPENL COMMUNCIATE WITH ECH OTHER ACROSS VERTICAL AND HORIZONTAL LEVEL WITHOUT FEAR OF CRITICISM**
- **DEVELOPING SYSTEMS THNINKING :IT INTEGRATES THE OTHER FOUR DISCIPLINES. SYSTEM IS THE DISCIPLINE OF TREATING ORGANIZATION AND PROBLEMS AS WHOLE, DEVELOP SYSTEM THINKING AMONG MANAGERS,INVOLVES THE ABILITY TO SEE CONNECTION BETWEEN ISSUES ,EVENTS AND DATA**

PRACTICES OF LEARNING ORGANIZATION

- **DEVELOPMENT OF CREATIVITY " CREATIVITY IS THE ABILITY TO FORMULATE UNIQUE APPROACHES TO PROBLEM SOLVING AND DCECISION MAKING, FOCUS ON GETTING EMPLOYEES TO BREAK THEIR HABITS AND THING OUTSIDE THE BOX**
- **PROACTIVE APPROACH :SOLVE THE PROBLES BEFORE CRITICAL SITUATIONS DEVELOP**
- **INSTILL A SENSE OF EMPATHY AND SENSITIVITY**
- **INSTITUTIONALISE THE LEARNING : BUILD NOT ONLY INDIVIDUALKNOWLEDGE BUT ALSO INSTITUTIONALIZE KNOWLEDGE AND VALUES SO THAT THESE SHOULD BE TRANSFERRED WHEN SOME ONE LEAVES**

PRACTICES OF LEARNING ORGANIZATION

- **LEADERSHIP :**
  - I. **DEVELOP A CULTURE OF STRATEGIC THINKING**
  - II. **BUILD SHARED VISION**
  - III. **DEFINING THE CORE VALUES**

FOSTERING POSTIVE MENTALMINDSET (MENTAL MODELS) : BREAKING THE TRADITIONAL PRACTICES AND LEARN FOR FUTURE

LEARNING FROM MISTAKE

RISK TAKING : ENCOURAGE TO TAKE CALCULATED RISK